Resilience is the ability of communities to rebound and positively adapt to or thrive amidst changing conditions or challenges and maintain quality of life, healthy growth, economic vitality, durable systems and conservation of resources for present and future generations.
WHAT IS A RESILIENCE FRAMEWORK?

RESILIENCY FRAMEWORKS PROVIDE COMMUNITIES WITH A PATH TO ADDRESS THE SHOCKS AND STRESSES THEY FACE.

This framework has been developed to empower action to reduce vulnerability, improve adaptability, and build social capital in the face of hazards and changing conditions.

The framework was created in partnership with the Department of Local Affairs Colorado Resiliency Office and identifies priority strategies and actions to build community resilience.

The framework is designed to be flexible and to be rapidly updated annually in response to changing conditions.
The Process

How was Durango's Resilience Framework developed?

Resilience Framework Workshop 1
- DOLA-led Resiliency Framework Workshop
- Aug 2019

Vision and Strategy Development
- City Resilience Team definition of framework vision and strategies
- Sept 2019

Resilience Framework Workshop 2
- DOLA-led Resilience Action Planning Workshop
- Oct 2019

Action Planning and Prioritization
- City Resilience Team action ideation and prioritization
- Nov - Dec 2019

Framework Development
- City Resilience Team action ideation and prioritization
- Nov - Dec 2019
VISION

The City of Durango strives to cultivate and serve a community that is equitable, collaborative, connected, responsive and adaptive in the face of change.
What are Durango's key resilience challenges?

**UNPREDICTABLE FUNDING SOURCES**
The City of Durango is vulnerable to short- and long-term shifts in funding that impact its ability to provide key community services and plan for future uncertainty.

**AGING INFRASTRUCTURE**
Much of Durango's critical infrastructure is deteriorating as it reaches end-of-life or is insufficient to serve the dynamic needs of a growing population.

**WATER QUALITY**
Durango is susceptible to short- and long-term water quality impacts due to a lack of diversity in supply, lack of long-term drinking water storage and its regional geographical and geological context.

**CLIMATE CHANGE AND DROUGHT**
Durango's climate is changing and past conditions are no longer an accurate predictor of the future.
STRATEGY 1

INNOVATIVE, NIMBLE AND OPEN

Be open and responsive to diverse perspectives and new ways of thinking. Build flexibility into City operations and processes.
# Strategy 1: Innovative, Nimble and Open

## What does success look like?

- Processes are simple and not overly bureaucratic
- Willingness to advance pilot projects in order to verify successful outcomes and iterate
- Access to and cultivation of diverse thinking and openness to new ideas both internally and externally

## Actions

1.1. Develop a mobile town hall engagement hub

1.2. Host speed up-dating events to enable staff to learn from each other and share information

1.3. Build 'option space' into programs, projects and processes to enable course changes should the future not unfold as expected
**ACTION 1.1**

**DEVELOP A MOBILE TOWN HALL ENGAGEMENT HUB**

**HOW**
Rethink existing engagement strategies and develop innovative mobile community hubs that can travel to residents for community engagement.

**POSSIBLE PARTNERS**
Creative community, local businesses willing to host town halls, neighborhood associations.

**TIME FRAME**
Pilot during Summer 2020.

**MEASURE OF SUCCESS**
Number of engagements at mobile town hall events.
Community perception of local government.

**ALIGNMENT / CO-BENEFITS**
Resilience Framework Strategy 3: Informed, Empowered, Collaborative Community Sustainability Action Plan Objective 1.3: Utilize a variety of tools to educate, inform, and engage the public.

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**SPOTLIGHT**

Cricklewood, UK, developed a mobile town square that was installed at various temporary locations to host events for the local community.
**ACTION 1.2**

**HOST SPEED UP-DATING EVENTS TO ENABLE STAFF TO LEARN FROM EACH OTHER AND SHARE INFORMATION**

**HOW**
Create quarterly opportunities for speed-dating through Core Team lunch and learn or other opportunity. Strengthen communication between departments and public information office.

**POSSIBLE PARTNERS**
Core Team and Public Information Office.

**TIME FRAME**
Pilot during 2020.

**MEASURE OF SUCCESS**
Number of attendees at Speed Up-dating events. Perception of events by attendees.

**ALIGNMENT / CO-BENEFITS**
Resilience Framework Action 2.2.: Succession planning, training and leadership development for employees.
Sustainability Action Plan Objective 1.1.: Promote civic education among City employees and Objective 3.2.: Support an effective organization with a high-performance workforce.

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**SPOTLIGHT**

McGill University, CA holds an annual Speed (Up)Dating Event where teams provide 3 minute updates on a wide variety of topics of interest to staff.
HOW
Create a project checklist that encourages staff to consider alternative futures and build flexibility into planning to provide space to pivot should the future not unfold as expected.

POSSIBLE PARTNERS
All City Departments.

TIME FRAME
Pilot during 2020.

MEASURE OF SUCCESS
Development and use of project checklist. Number of projects integrating flexibility and consideration of alternative scenarios into planning and implementation.

ALIGNMENT / CO-BENEFITS
Resilience Framework Strategy 2: Active Strategic Investment
Sustainability Action Plan Objective 9.3.: Actively manage resources to continue to provide important services.

SPOTLIGHT
The City of Fort Collins, CO created a Futures Committee to assist Council members in positioning the City for success in the distant future.
STRATEGY 2

ACTIVE STRATEGIC INVESTMENT

Actively invest in community infrastructure, places and people for the future. Perform preventative maintenance and build redundancy into City operations and systems.
## Strategy 2: Active Strategic Investment

### What does success look like?
- Positive re-framing of change, take steps towards goals and show community progress
- Planning horizons for projects consider end-or future-use
- Establishment of shared values.

### Actions

2.1. Cultivate community Resilience Hubs

2.2. Invest in our people by creating and communicating leadership opportunities for employees

2.3. Develop and use project calculators to estimate life-cycle project economic and carbon cost.
**ACTION 2.1**

**CULTIVATE COMMUNITY RESILIENCE HUBS**

**HOW**
Look for opportunities to create Resilience Hubs at City facilities, including the Durango Public Library.

**POSSIBLE PARTNERS**
Urban Sustainability Directors Network, Durango Public Library, La Plata County, LPEA, San Juan Basin Public Health.

**TIME FRAME**
Evaluate needs for Durango Public Library to become a designated Community Resilience Hub.

**MEASURE OF SUCCESS**
Evaluation of needs and identification of funding/timeline for to establish a Community Resilience Hub.

**ALIGNMENT / CO-BENEFITS**

**SPOTLIGHT**
The Urban Sustainability Directors Network has created guidance on the creation of Resilience Hubs to (1) support residents and (2) coordinate resource distribution and services before, during or after a natural hazard event. Resilience Hubs leverage established, trusted and community-managed facilities that are used year-round as neighborhood centers for community-building activities.
INVEST IN OUR PEOPLE BY CREATING AND COMMUNICATING LEADERSHIP OPPORTUNITIES FOR EMPLOYEES

HOW
Undertake succession planning and communicate opportunities for leadership development to employees. Provide training and promote employee volunteerism.

POSSIBLE PARTNERS
Local consultants and non-profits.

TIME FRAME
Highlight existing initiatives such as Leadership Academy during 2020. Evaluate potential for additional succession planning and future training opportunities.

MEASURE OF SUCCESS
Number of engagements at mobile town hall events. Community perception of local government.

ALIGNMENT / CO-BENEFITS
Resilience Framework Strategy 1: Innovative, Nimble and Open

SPOTLIGHT
The Government Finance Officers Association provides best-practice guidance on succession planning in local government.
**ACTION 2.3**

**DEVELOP AND USE PROJECT CALCULATORS TO ESTIMATE LIFE-CYCLE PROJECT ECONOMIC AND CARBON COST**

**HOW**
Consider the life-cycle impacts of projects and process decisions using calculators developed to facilitate evaluation of short- and long-term costs and benefits. Calculators should consider financial costs alongside carbon and other less tangible impacts.

**POSSIBLE PARTNERS**
City Departments.

**TIME FRAME**
Develop pilot calculator(s) in 2020, for example to evaluate long-term benefits of green infrastructure vs. traditional stormwater management in new development or calculate the embodied carbon associated with construction.

**MEASURE OF SUCCESS**
Development and use of calculator(s).

**ALIGNMENT / CO-BENEFITS**
Resilience Framework Strategy 1: Innovative, Nimble and Open
Sustainability Action Plan Objective 5.2.: Pursue capital investments that are cost-effective over their life-cycle, resource efficient, and consistent with the City’s sustainability goals.

**SPOTLIGHT**
The Green Infrastructure Leadership Exchange developed a Co-Benefits Valuation Tool to facilitate rapid analysis of the costs and benefits associated with green infrastructure.
STRATEGY 3
INFORMED, EMPOWERED AND COLLABORATIVE COMMUNITY

Foster effective and inclusive communication that empowers all residents to collaborate with each other, and with the City, to create a more cohesive and adaptive community.
<table>
<thead>
<tr>
<th>What does success look like?</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Diverse modes of communication are used to meet community members where they are with help from 'community boosters'</td>
<td></td>
</tr>
<tr>
<td>• Community input is sought with clear expectations around intended outcome.</td>
<td>3.1. Make it a party! Create opportunities for engagement that are fun and accessible to all</td>
</tr>
<tr>
<td></td>
<td>3.2. Rethink existing online outreach tools and explore new options to ensure they work for the whole community</td>
</tr>
<tr>
<td></td>
<td>3.3. Develop a guide to set transparent expectations for engagement.</td>
</tr>
</tbody>
</table>
**ACTION 3.1**

MAKE IT A PARTY! CREATE OPPORTUNITIES FOR ENGAGEMENT THAT ARE FUN AND ACCESSIBLE TO ALL

**HOW**
Create fun engagement events that the community want to be a part of. Ensure that events are accessible to all by streaming on social media, providing food and childcare and being thoughtful of timing and location.

**POSSIBLE PARTNERS**
Local creative industries and event organizers.

**TIME FRAME**
Integrate additional considerations into public engagement processes and events in 2020.

**MEASURE OF SUCCESS**

**ALIGNMENT / CO-BENEFITS**
Resilience Framework Strategy 1: Innovative, Nimble and Open
Sustainability Action Plan Objective 1.3.: Utilize a variety of tools to educate, inform and engage the public.

**SPOTLIGHT**
The City of Minneapolis used a variety of engagement approaches in developing their 2040 Comprehensive Plan, including street festivals, art, community dialogues and ‘meetings in a box’. Engagement was designed to be as equitable and inclusive as possible to engage populations that have been historically underrepresented in civic life.
ACTION 3.2
RETHINK EXISTING ONLINE OUTREACH TOOLS AND EXPLORE NEW OPTIONS TO ENSURE THEY WORK FOR THE WHOLE COMMUNITY

HOW
Consider adoption of new online engagement tools to enhance the effectiveness and inclusiveness of online outreach.

POSSIBLE PARTNERS
Public Information Office, online engagement tool providers.

TIME FRAME
Research potential online tools during 2020 and pilot if appropriate.

MEASURE OF SUCCESS
Number and diversity of residents engaged online.

ALIGNMENT / CO-BENEFITS
Resilience Framework Strategy 1: Innovative, Nimble and Open
Sustainability Action Plan Objective 1.3.: Utilize a variety of tools to educate, inform and engage the public.

SPOTLIGHT
Bang the Table is one example of an online engagement tool providing opportunities for meaningful online engagement. The Town of Parker, CO uses Bang the Table to enable residents to participate in community decisions and provide feedback on a variety of topics.
ACTION 3.3
DEVELOP A GUIDE TO SET TRANSPARENT EXPECTATIONS FOR ENGAGEMENT

HOW
Train city staff on best-practices for public engagement and develop a guide for use by all departments based on International Association for Public Participation spectrum (IAP2). Encourage departments to use the guide to develop and communicate expectations for participation at the outset of projects.

POSSIBLE PARTNERS
International Association for Public Participation, Public Information Office, all departments.

TIME FRAME
Consider development of public engagement guide in 2020 and budget for staff training in 2021.

MEASURE OF SUCCESS
Development of engagement guide and use by city departments.

ALIGNMENT / CO-BENEFITS
Resilience Framework Strategy 1: Innovative, Nimble and Open Sustainability Action Plan Objective 1.3.: Utilize a variety of tools to educate, inform and engage the public.

SPOTLIGHT
The City of Fort Collins, CO provided training to staff through IAP2 and developed a Public Engagement Guide based on the IAP2 spectrum.
STRATEGY 4
PREPARED

Prepare all segments of the community for uncertainty and disruption
## Strategy 4: Prepared

### What does success look like?
- The community is aware of possible hazards and projected future conditions, including the potential for cascading/compound hazards
- Communication related to resilience and preparedness is coordinated and accessible to all residents
- A vibrant and diverse local economy adaptive to change and disruption
- Critical infrastructure and services are adaptive and redundant.

### Actions
- **4.1.** Neighborhood-based adaptation initiatives
- **4.2.** Expand internal training on Continuity of Operations Plans (COOPs) and Incident Command Systems (ICS)
- **4.3.** Future-proof city facilities using a combination of established best-practice and innovative methods
**ACTIONS 4.1**

**NEIGHBORHOOD-BASED ADAPTATION INITIATIVES**

**HOW**
Develop initiatives that encourage adaptation to changing conditions at the neighborhood-scale to engage residents and build local resilience. Identify local community champions or 'boosters' and work with them to maximize the impact of neighborhood projects.

**POSSIBLE PARTNERS**
Neighborhood associations, existing community boosters, non-profit organizations.

**TIME FRAME**
Evaluate the potential for neighborhood resilience initiatives in 2020 and integrate into an updated community sustainability plan.

**MEASURE OF SUCCESS**
Number of neighborhood initiatives created and number of residents engaged.

**ALIGNMENT / CO-BENEFITS**
Resilience Framework Strategy 1: Innovative, Nimble and Open
Sustainability Action Plan Objective 1.3.: Utilize a variety of tools to educate, inform and engage the public and Objective 9.1.: Build and support a resilient and prepared community.

**SPOTLIGHT**

**ACTION**

IOBY (in our backyards) is a platform giving local leaders the ability to crowdfund the resources they need to build real, lasting change from the ground up.

Flagstaff, AZ developed a Sustainability Leaders training program to equip residents to be sustainability leaders and local advocates for climate action.

The Cities of Denver, Lakewood and Fort Collins work with the Sustainable Neighborhoods Network to create a certification program designed to encourage direct citizen action in enhancing neighborhood sustainability.

Liberty School Students work at the City Hall garden in Spring 2019
EXPAND INTERNAL TRAINING ON CONTINUITY OF OPERATIONS PLANS AND INCIDENT COMMAND SYSTEMS

HOW
Cross-train city staff on departmental Continuity of Operations Plans (COOPs) and provide training to staff on the Federal Emergency Management (FEMA) Incident Command Systems (ICS).

POSSIBLE PARTNERS
Local, regional and national agencies involved with hazard mitigation and emergency response.

TIME FRAME
Create centralized folder for departmental COOPs and provide lunch and learn cross-training to city staff in 2020. Evaluate need and options for ICS training during 2020. Budget for training in 2021, if appropriate.

MEASURE OF SUCCESS
Number of staff cross-trained on departmental COOPs and ICS.

ALIGNMENT / CO-BENEFITS
Sustainability Action Plan Objective 9.1.: Build and support a resilient and prepared community.

SPOTLIGHT
The City of Seattle Office of Emergency Management created a Training and Exercise Plan to coordinate organization-wide coordination on emergency management.
**ACTION 4.3**

FUTURE-PROOF CITY FACILITIES USING A COMBINATION OF ESTABLISHED BEST-PRACTICE AND INNOVATIVE METHODS

**HOW**
Explore traditional and innovative approaches to increasing the resilience and adaptive capacity of city facilities. Examples could include energy efficient facilities upgrades or the rental of goats to assist with wildfire mitigation on public lands.

**POSSIBLE PARTNERS**
Local governmental agencies, TBD depending on methods pursued.

**TIME FRAME**
Integrate future-proofing into decision making in 2020 and pursue traditional and innovative measures as appropriate on an ongoing basis.

**MEASURE OF SUCCESS**
Number of projects explicitly considering future conditions in planning and project development.

**ALIGNMENT / CO-BENEFITS**
Resilience Strategy 1: Innovative, Nimble and Open Sustainability Action Plan Objective 9.1.: Build and support a resilient and prepared community.

**SPOTLIGHT**
Many cities, including Gaithersburg, MD, Fayetville, AR and Castle Pines, CO are using rented goats to manage invasive species and mitigate for wildfire on public lands. This approach engages the public in resilience while providing tangible benefits.
<table>
<thead>
<tr>
<th>Strategy 1</th>
<th>Innovative, Nimble and Open</th>
<th>Resilience Challenge Areas</th>
<th>Funding Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action 1.1</strong></td>
<td>Develop a mobile town hall engagement hub</td>
<td>Indirect: Unpredictable Funding Sources</td>
<td>Operations / Capital funding TBD</td>
</tr>
<tr>
<td><strong>Action 1.2</strong></td>
<td>Host speed up-dating events</td>
<td>Indirect: Unpredictable Funding Sources</td>
<td>Limited or no funding required. Possible Core Team initiative</td>
</tr>
<tr>
<td><strong>Action 1.3</strong></td>
<td>Build option space into programs, projects and processes</td>
<td>Indirect: Unpredictable Funding sources, Aging Infrastructure, Water Quality, Climate Change and Drought</td>
<td>Limited or no funding required for checklist development</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy 2</th>
<th>Active, Strategic Investment</th>
<th>Resilience Challenge Areas</th>
<th>Funding Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action 2.1</strong></td>
<td>Cultivate community Resilience Hubs</td>
<td>Direct: Climate Change and Drought Indirect: Aging Infrastructure</td>
<td>Funding TBD dependent on needs for Resilience Hub. Possible grants through DOLA REDI / USDN / Gates Foundation</td>
</tr>
<tr>
<td><strong>Action 2.2</strong></td>
<td>Invest in our people by creating and communicating opportunities for employees</td>
<td>Direct: Climate Change and Drought Indirect: Aging Infrastructure</td>
<td>Existing funding for Leadership Academy. 2021 budget for additional leadership opportunities. No cost communications.</td>
</tr>
<tr>
<td><strong>Action 2.3</strong></td>
<td>Develop and use project calculators to estimate life-cycle cost</td>
<td>Direct: Unpredictable Funding Sources Indirect: Water Quality, Climate Change and Drought</td>
<td>TBD dependent on internal capacity to develop calculators. Possible grant funds / technical assistance available.</td>
</tr>
<tr>
<td>Strategy 3</td>
<td>Resilience Actions</td>
<td>Resilience Challenge Areas</td>
<td>Funding Needs</td>
</tr>
<tr>
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<td>Action 3.1</td>
<td>Make it a party! Create opportunities for engagement that are fun and accessible to all</td>
<td>Indirect: Unpredictable Funding Sources</td>
<td>Limited funding to implement innovative engagement approaches</td>
</tr>
<tr>
<td>Action 3.2</td>
<td>Rethink existing online outreach tools and explore new options to ensure they work for the whole community</td>
<td>Indirect: Unpredictable Funding Sources</td>
<td>TBD dependent on outreach tools selected. Potential to improve use of existing tools</td>
</tr>
<tr>
<td>Action 3.3</td>
<td>Develop a guide to set transparent expectations for engagement</td>
<td>Indirect: Unpredictable Funding Sources</td>
<td>Limited funds or no additional funding for development of guide. Possible Core Team initiative. Budget funds for 2021 training.</td>
</tr>
<tr>
<td>Strategy 4</td>
<td>Prepared</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 4.1</td>
<td>Neighborhood-based adaptation initiatives</td>
<td>Direct: Climate Change and Drought, Water Quality</td>
<td>Funding TBD based on approach taken. Could include software, marketing and incentives for participation</td>
</tr>
<tr>
<td>Action 4.2</td>
<td>Expand internal training on Continuity of Operations Plans (COOPs) and Incident Command Systems (ICS)</td>
<td>Indirect: Climate Change and Drought, Water Quality</td>
<td>Possible limited funding for training sessions. Funding for external FEMA ICS training for critical staff in 2021</td>
</tr>
<tr>
<td>Action 4.3</td>
<td>Future-proof city facilities using a combination of established best-practice and innovative methods</td>
<td>Direct: Unpredictable Funding Sources, Climate Change and Drought, Aging Infrastructure</td>
<td>No funding to integrate future scenario planning into operations. Funding TBD for best-practice and innovative solutions.</td>
</tr>
</tbody>
</table>
The Resilience Team was assembled in August 2019 to represent a cross-section of City of Durango staff, most of whom had participated in climate resilience training during 2018-19.

Imogen Ainsworth  Sustainability Coordinator
Jarrod Biggs  Asst. Utilities Director
Colleen Galvin  Asst. Library Director
Nicol Killian  Asst. Community Development Director
Levi Lloyd  City Operations Director
Tamera Mazanares  Public Information Specialist
Lauren Merritt  Systems Analyst III
Jeni Nicovich  Civil Engineer II
Sandy Irwin  Library Director

Project support from Kate Guibert, Local Resilience Program Manager, Colorado Resiliency Office